

Professional & Managerial Branch  
Personnel Administration Group  
Personnel Series

**EMPLOYEE SERVICES ADMINISTRATOR**

08/96 (JAS)

*Summary*

Under general direction, as division head, perform a wide variety of professional and administrative functions to provide general management of policies and programs associated with City wide employee services and allied research to maintain and improve organizational effectiveness.

*Typical Duties*

Formulate short and long range division plans contributing to strategic Personnel Department goals. Involves: studying legislative actions and judicial decisions to ascertain patterns; surveying various prevailing and benchmark human resources practices among similar organizations; researching needs to accommodate changes affecting the City's organizational character and interactions such as structure, processes, systems, technology, motivation, morale and culture; analyzing and interpreting study findings and status reports; collaborating with managers, engineers, attorneys, behavioralists and consultants on model program designs, and related performance standards and measures with recommended innovations for consideration by City officials and executives in decision-making.

Devise, implement and coordinate policies and practices to foster mutually satisfactory employee-employer relations and ensure compliance with applicable employment laws. Involves: investigating causes and circumstances of working conditions, supervision and morale problems detected, employee and applicant appeals or grievances, and reasons for voluntary or involuntary separations; mediating or counseling employees and managers on settlement of disputes about fairness issues; reporting on the status and proposed disposition of formal grievances; providing information on administrative compliance issues requested by Legal Department or Federal and state regulatory agencies, and testifying about related management actions at trials, hearings and investigations as required; analyzing and advising managers on workforce diversity targets; safeguarding confidentiality as required, and ensuring consistency and impartiality in processing and recording of personnel actions affecting employee and applicant status such as performance reviews, promotions, merit increases, service and suggestion awards, grievances, transfers, discipline, demotions, terminations, job application acceptance, interview scheduling and eligibility list issuance; interpreting statistics and reporting on workforce demographics and classification, turnover and absenteeism, and other personnel administration issues; furnishing reference documents and statistics on labor legislation, labor market conditions, prevailing union and management practices on noneconomic issues to support management negotiating team; ensuring designated collective bargaining agreement provisions affecting personnel procedures are implemented as authorized, advising and interpreting application and intended effect of such contract terms; informing employees of availability of alcohol or substance abuse, relocation and other counseling.

Devise, implement and coordinate policies and practices to encourage career development and planning, and continuous performance and productivity improvement. Involves: conferring with managers and consultants to specify and inventory human qualities and occupational competencies needed to meet current and anticipated organizational goals; initiating, monitoring and upgrading employee in-house, contracted or academic training, and educational assistance; reviewing and approving instructional plans, acquisition and use resources such as facilities, equipment and materials, and available internal and external trainers and subject matter experts; acting as liaison to other organizations such as public and private education institutions and systems, and professional and trade associations regarding available vocational, apprentice, intern and extension programs and courses, and advances in adult training techniques; arranging for or organizing job studies, training manuals, test writing, audiovisual aids, reference library, trainer training and qualifications verification to design and develop programs; installing and applying procedures to recommend program participants, track trainee progress, recognize acceptable completion, assess instructors, evaluate program results, and approve tuition refunds and vendor fee payments; conducting supervisor and employee conferences, orientations, and training sessions on productivity and quality goals, operating or service missions, regulatory compliance, and general or specialized job skills; ensuring supervisors conduct meaningful employee evaluations according to Civil Service Commission mandates, and advising management on use of appraisals to aid in effective use and growth of employees; identifying career preparation or development funding authorities such as government agencies, and recruiting educational institutions or other organizations to participate in collaborative training projects; negotiating reciprocal agreements and writing grant application proposals.

Prepare and disseminate information about official and proposed personnel plans, policies and procedures. Involves: making presentations to councils, boards, commissions, civic organizations, professional societies, employee groups and the general public; writing and publishing handbooks, bulletins on program changes and other literature describing or explaining Civil Service Rules and Regulations, state and Federal requirements regarding employment practices and opportunities, related conflict resolution procedures, and other personnel policies and

directives; conferring with City officials, executives and supervisors to provide professional advice on such matters as interpretation of intent of personnel guidelines and explanation of allied processes required in order to conform to legal directives and opinions; directing and reviewing preparation and distribution of recurring and special reports required by state and Federal regulatory agencies or City officials.

Supervise assigned professional, supervisory and administrative support personnel. Involves: determining and changing work procedures, setting performance standards, planning work schedules, organizing workloads, making or approving duty assignments, issuing written and oral instructions, reviewing progress and expediting work flow; arranging for or conducting division orientation and training in duties and responsibilities; examining work for exactness, neatness, and policy and procedure conformance, guiding staff to overcome difficulties encountered, correct errors and rectify complaints; evaluating performance of direct reports and reviewing employee appraisals by subordinate supervisors; coaching to motivate competency improvement and career advancement; maintaining harmony among workers and resolving grievances; serving on applicant interview panels; recommending employee selection, pay adjustments or commendations, discipline and termination, and other status changes.

Administer division projects and ongoing programs to achieve objectives with approved resources, and improve functional efficiency and effectiveness. Involves: reviewing and approving annual division budget requests for staff, resources and program improvement funds, monitoring and applying fiscal controls to receipt and allotting of revenues, if any, expenditure of funds, and use of personnel, materials, facilities and time within limits of adopted budget, or contract and grant terms in collaboration with Management and Budget; coordinating division activities with other Personnel divisions, City departments and outside agencies as needed; evaluating costs and benefits of services and options available through outside vendors and consultants, and participate in contracting with them.

Perform miscellaneous related professional and managerial functions as required. Involves: substituting, if assigned, for department or other division heads by carrying out specifically delegated duties sufficient to sustain continuity of ordinary activities and referring policy level problems to next higher level of management; assisting with preparation and administration of department budget as required.

#### *Minimum Qualifications*

Training and Experience: Graduation from an accredited four (4) year college or university with a Bachelor's Degree in Business or Public Administration, Human Resources Management, Industrial or Labor Relations, Organizational or Industrial Psychology or Sociology, Education, Communications; or a closely related field; plus five (5) years performing progressively responsible professional human resources functions, which includes at least two (2) years planning, developing, coordinating or administering major internal employee or labor relations, or training and development programs for a multi division or multi location public or private organization with a large diverse employee population; or an equivalent combination of training and experience.

Knowledge, Abilities and Skills: Comprehensive knowledge of: modern adult academic and vocational training methods, career development, employee relations and counseling or mediation, and performance assessment and recognition principles and practices. Considerable knowledge of: public personnel administration and merit system policies and procedures; applicable state and Federal labor and antidiscrimination laws; advanced research and statistical concepts and methods. Good knowledge of: office management and automated personnel management record keeping procedures; supervisory techniques.

Ability to: prepare and administer program and grant budgets; efficiently and effectively plan, implement, develop, coordinate and assess the City's employee relations and development programs or other delegated aspects of its human resources system; read, comprehend, and apply information in common scientific and technical literature, financial reports and legal documents pertaining to municipal personnel management issues; prepare, interpret and present comprehensive analytical reports on assigned human resources topics; organize and prioritize own and others' professional, technical, and clerical personnel relations, development and administration work to carry out and complete assignments to meet deadlines; communicate persuasively, clearly and concisely, both orally and in writing to respond to common inquiries or complaints, and prepare and present speeches and information for publication in prescribed style and format; apply advanced mathematical concepts to perform operations associated with frequency distribution, reliability and validity determination, variance and factor analysis, correlation, and sampling; employ logic or scientific principles to research and evaluate alternatives to a wide range of intellectual and practical problems dealing with various abstract and concrete considerations, including formulas, graphs and other nonverbal symbolism in their most difficult phases; firmly and impartially exercise delegated supervisory authority and enforce work rules; establish and maintain effective working relationships to cooperatively solve controversial problems with those who may substantially impact policies and programs including employees, their representatives, City department managers, appointed boards and elected officials, other government agencies, consultants and vendors, and the general public.

Skill in safe operation and care of personal computer or network work station, including word processing, database and spreadsheet programs.

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Director of Personnel

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Department Head

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